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Information Management

**INFORMATION MANAGEMENT BUSINESS
PLANNING**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFRPD 37-1, *Air Force Information Management*, providing guidance for the development of Information Management Business Plans. Some information contained within includes excerpts and terminology used in AFI 37-102, *Strategic Management Planning, Implementation, and Control Guidance and Procedures*. This instruction prescribes business planning, implementation and review. It applies to field unit Chiefs of Information Management (IM) in functional code 16G1.

SUMMARY OF REVISIONS

This revision incorporates relevant guidance previously found in AFR 4-8, AFRC Supplement 1 with the following significant exceptions: Strategic Plans are replaced with Business Plans at the field level; use of AF Form 1104, **Program Schedule**, is deleted entirely; plan review is now required at least semiannually.

1. Business Planning . Information managers must accept a significant amount of risk and uncertainty as they make decisions about the future. Business planning serves to reduce such risks in the decision-making process. It provides a stable framework for day-to-day operations, but should be flexible enough to accommodate rapid shifts in focus as the environment changes. A well prepared business plan will gain advocates for the selected goals, enhance chances for funding from scarce resources, and help ensure efficient use of those resources. It should take into account the customers' needs as well as the IM's, and although it is an independent document, it should support the unit's short- and long-term goals. Finally, it must have the commander's support to be successful.

2. Responsibility. Each IM in functional code 16G1 publishes a business plan and keeps it up-to-date through periodic reviews.

3. The IM Business Plan and Its Required Elements. The IM business plan is a guide for implementing actions deemed necessary to achieve certain goals. It serves as a road map to future improvements and is a part of the overall planning process for the Air Force. The plan consists of two parts: the first part introduces the plan and lists the goals; the second part contains the action plans for each goal and/or objective. It may contain a single goal or as many as necessary to meet local needs. A goal may be as far-reaching as five or more years, or as limited as one year, as the situation warrants. You may format the plan as you choose, but it must contain the elements described below.

3.1. Introduction and Goals. This includes a heading to identify the unit and the plan, an introductory paragraph outlining your current environment, and a list of your goals. It also contains a summary of revisions when appropriate, a signature block, and distribution. The minimum required elements are at attachment 1; a sample business plan is at attachment 2.

3.2. Action Plans. This is the heart of the business plan. Action plans translate goals and objectives into milestones and provide a measure of progress toward a stated goal. A goal is a broad statement of what needs to be accomplished, objectives are the measurable end results to be achieved, and milestones are the major time-phased actions that mark the action plan's progress and keep it on track. An action plan includes a title and tracking mechanism, a goal and related objectives, and an impact statement and milestones. These and other required elements are further explained at attachment 1. A sample action plan is at attachment 2. Limit action plans to a single page where possible. While most goals require a separate action plan for each objective, less complex goals may cover all related objectives in one action plan. Prepare one or more action plans as necessary for each goal.

4. IM Business Plan Review and Update. Business plans are not static and require periodic updates. Review the plan at least semiannually to stay on track. This is also the time to incorporate new goals and objectives, whether originated locally or derived from higher level plans. If the plan contains short-term objectives (estimated completion of one year or less), review it at least quarterly.

4.1. Update an action plan by posting actual completion dates, and, if necessary, adjusting milestones, start dates, and estimated completion dates. (Write-in changes are acceptable.) Revise an action plan only to make significant changes to its objective or milestones.

4.2. Revise the business plan when new goals are added or old ones are achieved or after excessive write-in changes make it difficult to read. Briefly outline the changes in a summary of revisions paragraph.

5. Disposition of Records. Hold superseded business plans at least until completion of your next Quality Air Force Assessment, then destroy them.

6. Distribution. Send copies to other functions of the organization who have a stake in the outcome of the plan. Also provide a copy of the plan and each revision to the Plans and Programs Division at HQ AFRC/IMX, 155 2nd Street, Robins AFB GA 31098-1635.

DAVID S. SIBLEY, Brig Gen, USAFR
Assistant Vice Commander

Attachment 1**MINIMUM REQUIRED BUSINESS PLAN ELEMENTS****1. INTRODUCTION AND GOALS:**

- a. **HEADING:** Include the plan title and your unit designation
- b. **INTRODUCTION:** Briefly describe the facets of your current environment that you wish to improve and how you expect this plan to support your unit's mission. Include the mission of your IM function.
- c. **GOALS:** List goals individually, bullet style or numbered. For example,
 1. First goal
 2. Second goal
 3. Third goal
- d. **SUMMARY OF REVISIONS:** Include only on revised plans. Briefly highlight the goals and/or objectives which were achieved, deleted or added since the last edition.
- e. **SIGNATURE ELEMENT:** Chief of Information Management
- f. **DISTRIBUTION:** Include affected local functions and HQ AFRC/IMX

2. ACTION PLANS:

- a. **TITLE:** A brief descriptive name for the action plan. Example: "Electronic Publications."
- b. **ACTION PLAN NUMBER:** A short title to aid in referencing and tracking an action plan. The numbering method is not restricted. You can number them simply "1" through as many as you have, prefix them with the calendar or fiscal year in which they were initiated, or as complex a method as you wish. If you number your goals, you can relate your action plan numbers to them. For example, Action Plan 1b would relate to the second objective to the first goal.
- c. **GOAL:** A broad statement of what needs to be accomplished. It describes a desired future condition or achievement without necessarily being specific about how much or when. Goals do not need to be measurable.
- d. **OBJECTIVE:** A specific statement or series of related statements of the shorter-term measurable end results to be achieved within specific time limits.
- e. **IMPACT:** A statement of the positive or negative affects of pursuing or not pursuing the goal. If there is no significant impact, reconsider that objective; it may not be worth pursuing.
- f. **MILESTONES:** Significant time-phased actions that must be taken to reach an objective. They monitor the progress of the action plan to keep it on track. To develop milestones, chronologically break down the objectives into major, specific actions. Then assign offices of primary and collateral responsibility (OPR/OCR), a start date, and an estimated completion date for each milestone. Post the actual completion date as milestones are reached.

Attachment 2**SAMPLE INTRODUCTION AND GOALS**

INFORMATION MANAGEMENT BUSINESS PLAN

954 MISSION SUPPORT SQUADRON

INFORMATION MANAGEMENT FLIGHT

MOODY AIR FORCE BASE, GEORGIA

27 October 1995

INTRODUCTION

The vision of the Information Management Flight (IMF) is to provide the right information to the Commander and other customers in a timely and accurate manner. This business plan is one management tool we will use in order to meet our vision and to improve the processes we use to accomplish our mission. The IMF business plan will also complement and support the wing's unit self-assessment and quality improvement plan. The current environment contains a large degree of uncertainty in terms of resource availability (dollars), organizational structure, and changing functional requirements. It also contains opportunities for expanded roles for information management in the unit's mission. Improvements in roles and processes assisted by new technological resources are changing the traditional business processes, allowing information managers to offer new and expanded services to customers.

GOALS

1. Transition the wing into the electronic publications and forms environment.
2. Improve the working environment for our information managers.
3. Improve the process for supplying information to our customers.
4. Improve IM resource management within the wing.

DONALD G. WILSON, Capt, USAFR
Chief of Information Management

(Include supersession line if applicable)

DISTRIBUTION: CC DP DO LG SC XP HQ AFRC/IMX

Attachment 3**SAMPLE ACTION PLAN****ELECTRONIC PUBLICATIONS****ACTION PLAN 1a**

GOAL: Transition to an electronic publications and forms environment.

OBJECTIVE: Obtain required electronic publishing equipment.

IMPACT: The installation of electronic publications and forms on the LAN in place of paper copies will eliminate requirement files, requisitions, backorders, warehouse stocks, and printing and shipping costs. It will also solve the problems of missing publications and outdated forms. If this equipment is not in place by the beginning of FY 96 (when paper copy distribution is scheduled to cease) the unit will experience an interruption in the supply of current publications and forms, followed very soon by work stoppages throughout the organization.

SIGNIFICANT MILESTONES:

MILESTONE	OPR/OCR	START	ECD	ACD
1. Obtain specific equipment requirements from IMP HQ AFRC/IMPM.		1 Jul 95	14 Jul 95	
2. Coordinate with LAN administrator to ensure IM/SC compatibility with existing local system.		15 Jul 95	1 Aug 95	
3. Secure funding.	IM/FM	15 Jul 95	1 Oct 95	
4. Obtain equipment and software.	IM/SC	1 Oct 95	1 Jan 96	